



Understanding Conflict

**Federal Emerging Leader
Development Course**

8 March 2022



Consulting Group LLC

SCORE THE TKI

Step 1 – Transfer your choices from pgs. 2-4 to pg. 6

Step 2 – Add up the number of choices in each column.
Enter that number at the bottom of the pg. 6

Step 3 – Transfer the numbers at the bottom of pg. 6 to pg. 7

Step 4 – Turn to pg. 10 and circle the number corresponding to the tally at the bottom of pg. 6

PRESTO! You are done scoring the TKI!



IN YOUR GROUP

- How do you define conflict?
- When do you think your method of dealing with conflict is useful? Not useful?
- What behaviors are indicative of your method of dealing with conflict? (How do we know you are in CONFLICT?)





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- How do you define conflict?
- What are the benefits of your style of dealing with conflict? The costs?
- What happens when your style of dealing with conflict is over-used?
- How You See “IT” Comparison -

Competitors ↔ Accommodators
Avoiders ↔ Collaborators
Compromisers = Your Choice



DENY / AVOID / WITHDRAW

Use If:

- Issue or timing is not critical
- Cooling-off period required
- Threat of violence exists
- More information is required

Avoid If:

- ⊗ Immediate resolution is needed
- ⊗ One party remains frustrated by avoidance

What To Look For:

- Non-disclosure of needs, perceptions, or feelings to the other
- Changing the subject, changing the tone of the interaction, or re-labeling
- Focusing on something else



ACCOMMODATE

Use If:

- You are wrong
- To allow a better position to be heard
- Preservation of the relationship is more important than the issue
- Continued competition would damage your case

Avoid If:

- ⊗ The issue is significant and must be resolved sooner than later

What To Look For:

- Non-disclosure of needs, perceptions, or feelings to the other
- “Easy agreement”, “Going along with”
- Use of many qualifiers



COMPETITION / POWER

Use If:

- Swift Action is Needed
- Important, but unpopular issues
- Vital to Organization when you know you are right
- Protection against people who take advantage of non-competitive behavior

Avoid If:

- ⊗ Concern of parties is not clear
- ⊗ Consequences have not been considered

What To Look For:

- *Accusing, labeling, blaming*
- *Use of sarcasm*
- *Use of “You” language*
- *Invasion of “space”*



COMPROMISE / NEGOTIATION

Use If:

- Goals are of moderate importance
- Both parties feel a compromise would help
- Equal power groups committed to mutually exclusive goals
- Temporary solution required as a step toward resolution of a complex issue

Avoid If:

- ⊗ Only one party is willing to give
- ⊗ Negotiation is not possible

What To Look For:

- *Disclosure of surface needs only*
- *Concealing own underlying needs*
- *Acknowledgement of others' surface needs, perceptions, feelings*
- *Use of "Negotiation talk"*



COLLABORATE / INTEGRATION / CONSENSUS

Use If:

- Shared values or goals
- Available time
- Power balanced
- Effective Communication
- Concerns too important to compromise
- Requires merging of insights from different perspectives

Avoid If:

- ⊗ No balance of power
- ⊗ Goals or values not shared

What To Look For:

- *Disclosure of relevant thoughts, feelings interests*
- *Separating people from the problem*
- *Identifying underlying interest instead of taking a “position”*
- *Use of “I” statements, active listening; generating opinions*



Types of Conflict

- Intrapersonal
- Interpersonal
- Intergroup





Conflict:

A state of unresolved differences within
ourselves, or between two or more individuals
or between groups



Functions of Conflict

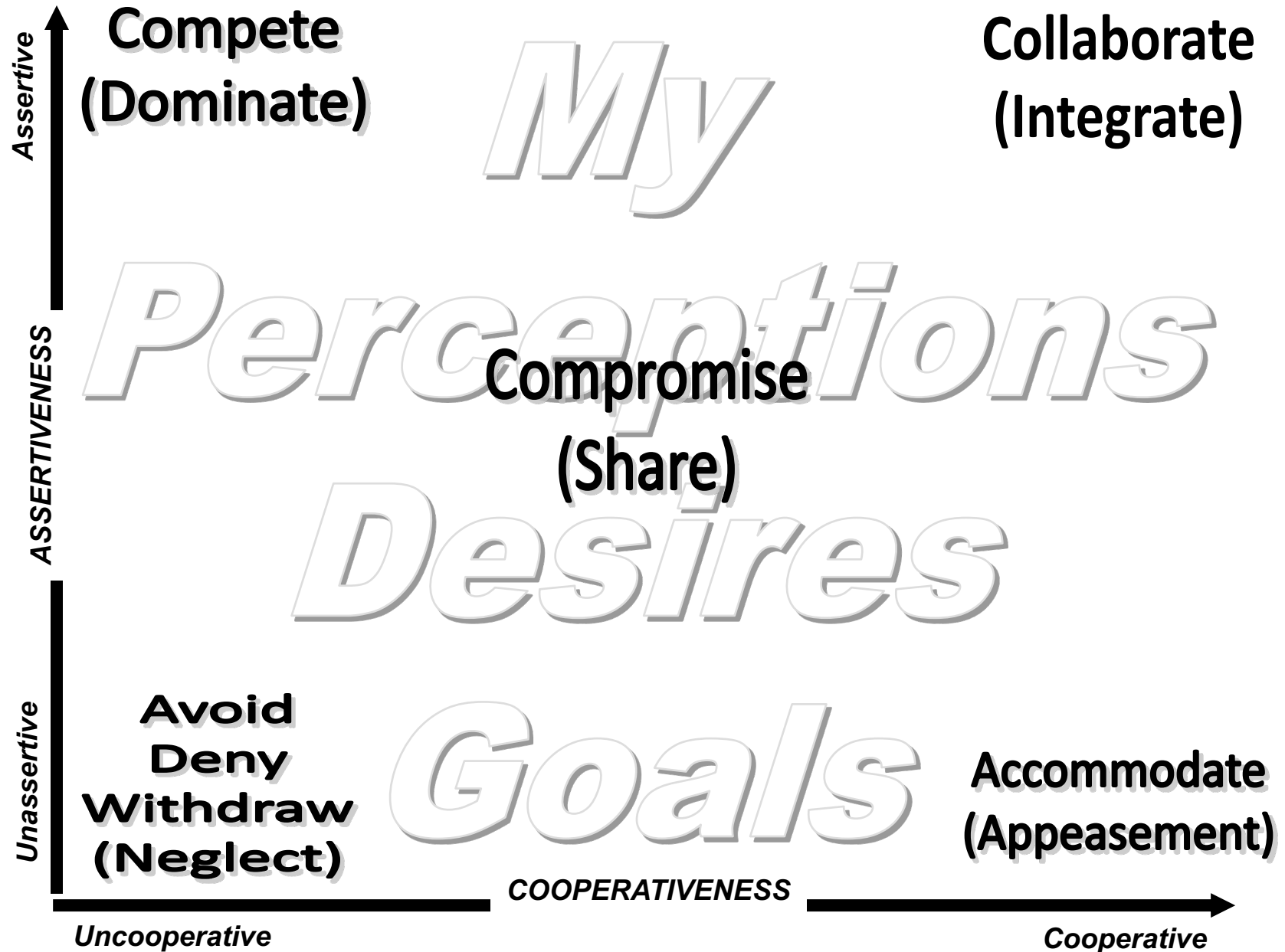
- Establishes Identity
- Safety Valve
- Increases Cohesion
- Test of Strength
- Spurs Needed Change
- Mobilizes Energy
- Performance Improvement
- Enhances Communication
- Ends Non-Productive Relationships



Common Causes of Conflict

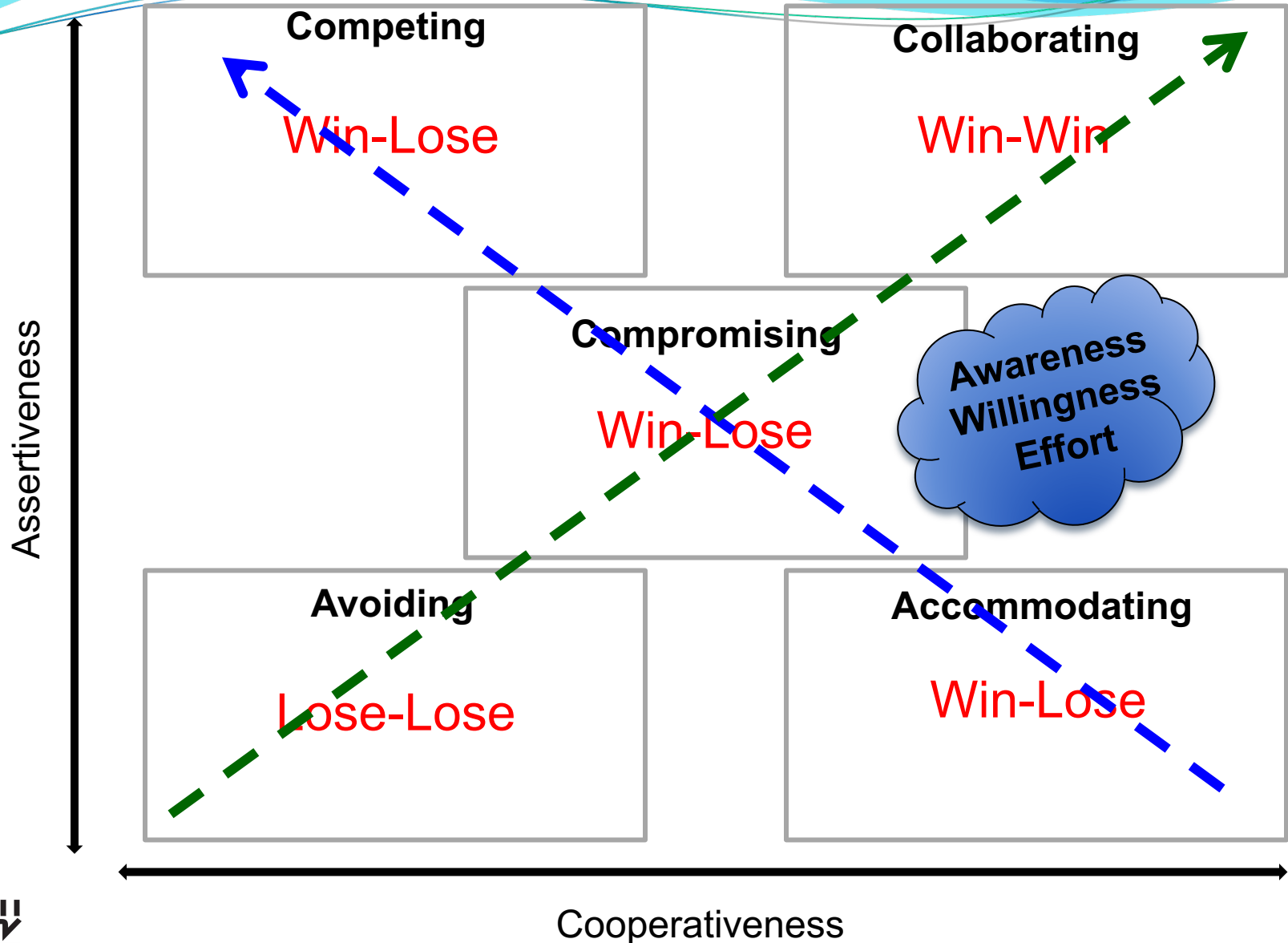
- Miscommunication
- Change
- Conflicting Expectations
 - *Task requirements, coordination*
 - *Workload distribution*
 - *Allocation of resources*
 - *Differing priorities*
- Values or Beliefs (Perceptions)
Challenged

Conflict Modes



Increase Value = Increase SHARE of “Pie”

Increase Value = Increase SIZE of “Pie”





SO WHAT?



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NOW WHAT?



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